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Acceptance Letter

Dear

Jorge Luis García Alcaraz
Luis Javier Márquez Figueroa
José Roberto Díaz Reza
Joel Quintana Alvarado

I am pleased to inform you that the chapter “*Gemba*” has been **ACCEPTED** for publication in the book “*Lean Manufacturing in Latin America - Concepts, Methodologies, and Applications.*” Please make a final review of your chapter regarding structure, format, and citation style.

We thank you for your effort and trust in this initiative to document the impact of Lean Manufacturing in Latin America. Please emphasize the technical approach in your chapter. We strongly recommend the use of original graphic content. Otherwise, it is necessary to obtain permission for non-original material (text, tables, or illustrations that you have incorporated in your manuscript from other sources or previous publications).

Sincerely,

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Guillermo Cortés Robles
Arturo Realyvásquez Vargas *Editors*

Lean Manufacturing in Latin America

Concepts, Methodologies and
Applications

Lean Manufacturing in Latin America


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Guillermo Cortés Robles ·
Arturo Realyvásquez Vargas
Editors

Lean Manufacturing in Latin America


Concepts, Methodologies and Applications

 Springer

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Chapter 17

Gemba



Luis Javier Márquez Figueroa , Jorge Luis García Alcaraz ,
José Roberto Díaz Reza , and Joel Quintana Alvarado 

Abstract This chapter investigates the main concepts of Gemba, reporting on its concepts and evolution since its origin in Japan. It indicates how it was adopted by Western companies, the critical success factors that facilitate its implementation or adoption, and the barriers that managers may encounter. Similarly, the implementation process recommended by some authors is described, and a bibliometric analysis is performed to identify the trend in this topic, the primary authors, the most productive journals, and the most cited ones. Finally, a case study is reported, in which Gemba walks are used to analyze how to reduce errors in the license labeling process in a production line. The results indicate that Gemba allows errors to be quickly identified in collaboration with employees; therefore, its use is widely recommended.

Keywords Gemba walks · Continuous improvement · Error identification

17.1 The Concept of Gemba and Its Origin

Historically, the Gemba concept originated in the Toyota Production System (TPS) developed by Taiichi Ohno in the 1950s, so it is not new. Ohno believed that the best way to improve processes and systems was to go to the Gemba and observe them

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